

Department of Charitable Gaming

2006-2008 Strategic Plan

AGENCY MISSION, VISION, AND VALUES

Mission Statement:

It is the mission of the Department of Charitable Gaming (DCG) to control all charitable gaming in the Commonwealth through prescribed regulations that seek to ensure the integrity of charitable gaming, maintain the highest quality environment to eliminate fraud, and provide assistance to qualified organizations to enhance their charitable fund raising activities.

Agency Vision:

To be one of the leading agencies in the nation to ensure gaming regulations are enforced to a consistent standard and provide maximum assistance to our clients throughout the Commonwealth for the purpose of enhancing their ability to raise funds by conducting bingo and raffles.

Agency Values:

- **Integrity and Responsibility** – The Department must work hard to maintain the public's trust by ensuring the integrity of charitable gaming is maintained to the highest standard. We value and require the utmost ethical behavior by our employees, licensees, and suppliers.
- **Customer Focus** - The Department is committed to providing exemplary service to the citizens of Virginia through courteous, clear, and accurate information about our regulations and policies. We seek and act on feedback expressed by our employees, licensees, and suppliers through the enhancement of our regulations and processes.
- **Fiscal Accountability** - DCG stresses fiscal accountability by ensuring that all agency budget expenditures must do the following; 1) assist charitable organizations through enhanced security, adhering to regulatory requirements, assisting with maximizing benefits to charities through continual examination and review of charitable gaming operations, 2) directly or indirectly generate revenue for the Commonwealth.
- **Innovation** – We strive for continuous improvement in our services and ourselves through resource development and training, and pursuing better use of technology to enhance the services we provide to our customers while reducing staff operating time and cost.

AGENCY EXECUTIVE PROGRESS REPORT

Current Service Performance

DCG measures its service performance through performance measures tied to our strategic goals and objectives.

DCG's first goal is to enforce all statutes and monitor the compliance of regulations relating to the conduct of charitable gaming.

- The agency's first objective under this goal is to regulate charitable gaming throughout the Commonwealth by licensing qualified organizations, suppliers, bingo callers and managers and to process all applications for licenses in an efficient and consistent manner.
- The second objective under this goal is to ensure the highest integrity of gaming by auditing permitted gaming organizations and suppliers financial reports.
- A third objective under this goal is to guarantee any reported violations of state gaming laws and regulations are investigated to the fullest and swift pursuit of prosecution or regulator action against individuals and organizations that violate laws and regulations.

<u>License Data for FY05:</u>	574 completed applications for qualified organizations 22 completed supplier licenses
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All of these were processed within the required statutory limit

<u>Audit Data:</u>	Year 2002	52 completed audits
	Year 2003	65 completed audits
	Year 2004	90 completed audits
	Year 2005	131 completed audits

Enforcement Data:

Year 2005	36 complaints assigned & processed
	42 incident reports investigated – 6 remaining
	29 criminal investigations conducted
Court dispositions:	8 felony convictions
	3 misdemeanor convictions
	2 Nolle Prosequi
	\$92,451.61 Restitution

DCG's second goal is to assist charitable organizations with developing gaming management procedures for enhancing fund raising activities.

- DCG's first objective under this goal is to assist permitted organizations and bingo callers and managers by providing them with game management training and technical assistance through offering state-wide training opportunities, individual organization sessions when requested, and conducting on-site inspections.
- Another objective under DCG's second goal is to establish training methods to assist organizations with enhancing their gaming revenues, thereby maximizing benefits to their designated charities. This also results in additional revenue being generated for the Commonwealth through the collection of fees required by law.

Training Data:

Year 2002	2 training sessions
Year 2003	5 training sessions
Year 2004	48 training sessions
Year 2005	97 training sessions

Inspection Data:

Year 2002	498 charitable organizations inspected
Year 2003	442 charitable organizations inspected
Year 2004	458 charitable organizations inspected
Year 2005	553 charitable organizations inspected

DCG's third goal is to provide effective and efficient performance management of DCG personnel.

- DCG's first objective under this goal is to enable all employees to meet or exceed their annual performance goals.
- The second objective is for the agency to remain in compliance with all state personnel and administrative mandates.
- A final objective to this goal is having the agency provide the necessary resources to ensure all staff have adequate training opportunities to succeed in their performance goals.
- Prior to FY03 the Commission did not have staff training data as a goal, but commencing with FY04 the Department maintained the following training data:

FY04 – 754 hours for all staff (FTE and Wage)

FY05 – 791 hours for all staff (FTE and Wage)

Productivity

Increased productivity of services for our clients has been a major goal of DCG over the past 2 years. The agency has provided additional services such as; state-wide game training sessions on a bi-annual basis, more comprehensive audit reviews to provide recommendations to organizations for enhancing their revenue, stricter enforcement of the charitable gaming rules and regulations, and sought the necessary technology for our clients to file required financial reports and license renewals electronically – eliminating the need for paper submission by the organizations and the reduction of staff's time for re-entering data.

Major Initiatives and Related Progress

DCG has the following initiatives planned or being developed:

- On-line financial reporting – In August 2004 the agency implemented the electronic submission of quarterly and annual financial reporting. Twelve (12) organizations successfully started and now we are up to forty-eight (48) organizations. With the completion of “MyLicense” (described below) we are anticipating a growth of 50% for on-line financial reporting.
- On-line gaming licensing and registration – The initial part of this program was launched in June 2005 (Phase 1) with the implementation of HB2454 (2005 Acts of Assembly) which offers qualified bingo organizations, licensed by the Department, the option of providing compensation to registered bingo callers and managers. In order to receive a registration certificate, the bingo callers and managers must meet certain requirements, such as completing a training course and passing a criminal history background check in addition to completing the on-line registration process. Phase 2 of this program will involve organizations who are currently licensed by the Department to begin renewing their license electronically by April 1, 2006. VITA contracted (VA-040901-SA) with a vendor (System Automation) to develop an enterprise solution for the purpose of accommodating licensing needs across the Commonwealth. This is a cost effective service for all state agencies with registration and licensing responsibility. Other state agencies enrolled in this program are the Department of Health Professions and the Department of Education. This is a web-based service entitled “MyLicense” that incorporates the various components of the registration process, including on-line credit card or electronic check payment options, into an easier interface. This program eliminates tedious paper forms for our clients (organizations) and reduces staff time from re-entering data manually.

- Enhance financial database with “MyLicense” – In concurrence with the above initiative, the agency will have the vendor convert the current financial database (quarterly and annual reports from organizations and audits) into a more “user friendly” environment for data entry by clients (organizations) and retrieval of information by staff. Permitted organizations are required to complete quarterly and an annual financial reports detailing their expenditures for confirmation of funds used for charitable purposes. This program will coincide with the on-line license renewal timeline of April 1, 2006. Like the on-line license renewal, this enhancement will also eliminate paper forms from our clients and frees up staff from having to re-enter data manually.
- Hampton Roads Regional Office – The agency is working with the Division of Engineering and Building of the Dept. of General Services, in conjunction with the Administration’s Real Estate Initiative for agencies to share office space where possible resulting in cost saving to the Commonwealth. DGS is requesting 1200 square feet in the Norfolk or Va. Beach areas. The Hampton Roads area is the largest of the Department’s client base and with the addition of four (4) new FTE’s (2 auditors, 1 inspector, 1 special agent) assigned to this area will provide an on-site resource for the qualified organizations in the Hampton Roads area.
- Implement revised Charitable Gaming Rules and Regulations and Supplier Regulations – the agency is in the final stages of the Administrative Process Act to revise the 1998 Charitable Gaming Rules and Regulations and Supplier Regulations. The Charitable Gaming Board will be making final approval from suggested changes, received during the public comment period, at their scheduled September 13, 2005 meeting.
- Demographic Survey of Bingo Participants – As a means to better serve our customers, DCG will be working on developing a survey of various demographic information that could enhance game training and communicate with our customers.

Virginia Ranking and Trends

The only national benchmarking provided to DCG is the National Association of Fundraising Ticket Manufacturers (NAFTM) annual analysis – “Charitable Gaming in North America”. Data supplied by their most recent report ranked Virginia with other states in the following categories:

- * 20th – number of qualified organizations
- * 9th – gross gaming receipts
- * 7th – net proceeds
- * 14th – collected fees

Customer Trends and Coverage

- DCG expects total number of qualified organizations to remain fairly stable over the next biennium
- Based on DCG's 5 year trend analysis we anticipate a 2% annual growth in game revenue and associated fees collected by the Department
- Aging participants of bingo – customers of our clients are aging faster than younger generation becoming involved in playing bingo as well as serving as volunteers with the qualified organizations.
- Monitoring current gaming trends that could impact the face of charitable gaming in Virginia: new forms of charitable gaming, Texas Hold'em, Tribal Gaming in Virginia if the tribes are granted sovereign status by Congress.

Future Direction, Expectations, and Priorities

- Increase in FTE level (from 22 to 31 on July 1, 2005) will enhance capability for more audits of qualified organizations, additional inspections of games and training assistance to organizations conducting bingo and raffles, and efficient and timely investigation of any potential violation of state gaming laws and regulations.
- Increasing use of technology for on-line license renewal and financial reporting will eliminate paper submission by the agency's customers; reduce repetitive entry of data by staff and faster deposit of revenue into the state treasury.
- By opening a regional office in Hampton Roads which hosts the largest concentration of the agency's customers, we will be providing more on-site activities in audit, inspection, game training and enforcement.
- Increase use of agency's web-based services for our customers – further enhancement of research tools on agency's web page for qualified organization, as well as potential organizations seeking a license.

Impediments

- Within the next four (4) years the agency will face the prospect of three (3) employees being eligible for retirement. By the year 2014 another seven (7) will have the same eligibility. This change (30%) of June 2005 employment level in the workforce

will eliminate a significant amount of institutional knowledge and skill sets that provides the quality customer service the qualified organizations and citizens of the Commonwealth have received.

- Future trends that will have a potential impact on charitable gaming in Virginia include; 1) changes in neighboring states gaming laws 2) the potential for Virginia's Indian tribes to become involved in gaming if they are granted sovereign status by Congress, 3) the increased popularity of alternative types of gaming – such as Texas Hold'em Tournaments, 4) changing demographics of participants in charitable gaming activities, 5) changing fundraising needs of charitable organizations based on losses of other sources of revenue – federal/state grants, private donations.
- Continued increase in information technology services – as a small agency with limited resources and staffing for information technology, if the trend continues for increases in technology service, more sufficient funding will have to be provided to the agency in order for it to maintain its database needs.

AGENCY BACKGROUND INFORMATION

In 1973 the General Assembly first authorized charitable gaming as a legitimate source of fundraising for qualified organizations. However, the regulation and enforcement of was left to the local governments.

In 1995, the General Assembly created the Charitable Gaming Commission, moving oversight of bingo and other legal forms of charitable gaming from the supervision of local governments to the State. Effective July 1, 1996 the Charitable Gaming Commission assumed statewide control over gaming activities conducted by qualified charitable organizations. The Commission consisted of a seven member citizen supervisory board with the power to appoint the Executive Secretary, approve the rules and regulations governing charitable gaming and the agency's annual budget.

The 2003 General Assembly enacted legislation creating the Department of Charitable Gaming and abolishing the former Charitable Gaming Commission. This legislation created the position of Director as a gubernatorial appointee and created the Charitable Gaming Board as a policy board with nine members. The membership of the new Board now consist of the following: one from a charitable organization, one from a charitable gaming supplier registered with the Department, one owner, lessor or lessee of premises where charitable gaming is conducted, one who is or has been a law enforcement officer in Virginia, five citizens not affiliated with a charitable organization, supplier, or owner, lessor, or lessee of premises where charitable gaming is conducted.

Statutory Authority

DCG's statutory authority is provided in §18.2-340.15, et. Seq., Code of Virginia; §18.2-340.18 outlines the powers and duties of the Department while § 18.2-340.19 defines the Charitable Gaming Board as a policy board that provides advice and promulgates regulations and rules for the Department to administer the audit, enforcement, and license functions. The Department is further governed by the charitable gaming rules and regulations (11 VAC 15.22) and the supplier rules and regulations (11VAC 15.31)

Customer Base:

DCG's customers are as follows:

	Served	Potential
Permitted	574	
Licensed Suppliers	22	

Anticipated Changes in Agency Customer Base:

- The aging cliental and lack of participation from the younger generation for our customers. Based on data from surveys conducted by other states, the average age of a person playing bingo is over 65 years old.
- If a charitable poker game (i.e. Texas Hold'em) would be authorized this could greatly increase charitable gaming participation and tap into a much boarder customer base thus gaming receipts.

Partners N/A

AGENCY PRODUCTS AND SERVICES:

Current Products and Services:

Charitable Gaming Licensing – To perform the Department’s statutory obligations to regulate charitable gaming in Virginia by licensing and permitting qualified gaming organizations, suppliers and bingo callers and managers.

Charitable Gaming Management Training – to assist qualified organizations and bingo callers and managers to conduct charitable gaming within the purposes authorized by state gaming laws and regulations by providing them with training and technical assistance.

Charitable Gaming Audits & Inspection - To monitor the compliance of qualified gaming organizations and suppliers with state gaming laws and regulations by auditing reports and collecting statutory fee payments and conducting on-site inspections.

Enforcement & Investigation - Investigate and detect possible violations of state gaming laws and regulations, pursue prosecution or regulatory action against individuals and organizations that violate these laws and regulations.

Administrative Services - To provide administrative support necessary to carry out the licensing, audit, training, inspection and enforcement functions required to regulate charitable gaming in Virginia

Factors Impacting Products and Services:

- Implementation of the revised Charitable Gaming Regulations and Rules will require additional orientation time (training) by DCG staff to our customers.
- Expansion of web-based electronic transactions (on-line license renewal and financial reporting) will increase efficiency of licensing and audit functions.
- Past reductions in DCG’s budgets (2002, 2003, 2004) and the recommendations outlined in the Joint Legislative Review Commission (JLARC) of December 2002 has caused the agency to refocus resources with an emphasis on best managed practices. With added revenue and FTE provided by 2005 General Assembly, the agency is now better prepared to meet it’s statutory mission.

Anticipated Changes to Products and Services:

- The demand for customer services by DCG staff is anticipated to increase with the adoption of the revised Charitable Gaming Regulations and Rules.
- DCG's training and certification services will increase with the additional enrollment of bingo callers and managers and with any future changes to the types of charitable gaming allowed.
- DCG will be forced with increasing demands for administrative support for implementing customer service needs as funding for these services remains stable.

Financial Resources Summary:

DCG's funding comes from general funds (98%) and non-general (2%-federal asset forfeiture). The agency collects audit and administrative and licensing fees which are deposited to the state general fund to cover the agency's appropriation. During FY05 the agency produced net revenues of \$3,146,855 in excess of the agency's expenditures.

	FY07		FY08	
	GF	NGF	GF	NGF
Based Budget	\$2,485,149	\$0	\$2,485,149	\$0
Changes to base	\$ 179,658	\$0	\$ 179,658	\$0
Total	\$2,664,807	\$0	\$2,664,807	\$0

Human Resources Summary:

DCG's relies on mostly salaried employees with a few wage employees to balance the customer service needs in remote regions of the Commonwealth. The agency is constantly challenged in recruiting staff with the necessary skill sets, desire, and ability to adapt to flexible work schedules for our unique work environment. The agency will also be facing human resource challenges as its current work force begins to retire over the next ten years. Agency Full-time Equivalent (FTE) Position Summary:

July 1, 2005		
Total Authorized Position Level		31
Total Vacant		7*
Appointed/non-classified	1	
Full-time classified (filled)	23	
Wage		6**
Total Human Resource Level		30

* Of 6 position have been hired and all will be on payroll by August 29, 2005. One remaining for submission to state recruit ** With hiring of additional FTE, wage staff will be reduced to 4 by 10/1/05.

Factors Impacting Human Resources:

- The average age of the agency's work force continues to increase.
- Available resources with the necessary skill sets and willingness. for flexible work schedule will continue to be a challenge.

Anticipated Changes in Human Resources:

- Over the next ten years approximately 30% of the agency's current workforce any elect to retire and need to be replaced. As this occurs, additional resources will have to be invested in recruitment activities.
- Associated benefits cost will also have to be earmarked.
- Training costs will also increase as new and less experienced staff are hired.

Information Technology Summary:

Current State /Issues

- DCG has upgraded the majority of its desktops and consolidated desktops printer to LAN's by work units.
- The agency will be making customer service enhancements to the on-line license renewal and financial reporting system (to be completed by April 1, 2006) where needed.

Factors Impacting Information Technology:

- Based on VITA's final security policies and procedures, anticipating further review and update of security and data encryption.
- With the implementation of the on-line license renewal and financial report project, customers will be placing more demands for additional "user" training and to continue reducing staff duplication of data entry – inspectors will need the capability to enter inspection findings directly into the database.

Anticipated Changes/Desired State:

- The long-term solution will be for the agency to continue the memorandum of agreement (MOA) with the Dept. of General Services (DGS) for them to manage the DCG's IT operations – this would include security procedures.

- In the short-term, the agency will need to purchase only the essential desktop and laptop computers specifically for training and a “tablet notebook” for the inspectors to enter each inspection report directly into the agency’s database – elimination of re-keying.

Agency IT Investments:

	FY07		FY08	
	GF	NGF	GF	NGF
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$20,000	\$0	\$0	\$0
Major IT procurement	\$0	\$0	\$0	\$0
Non-major IT Procurement	\$17,000	\$0	\$0	\$0
Totals	\$37,000	\$0	\$0	\$0

AGENCY GOALS

Goal #1:

To enforce all statutes and monitor the compliance of regulations relating to the conduct of charitable gaming.

Goal Summary and Alignment: Timely and consistently enforce all statutes and regulations relating to charitable gaming to determine that all proceeds derived from charitable gaming are used for lawful purposes and that all gaming is conducted fairly.

Statewide Goals Supported by Goal #1

- Be recognized as the best managed state in the nation
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds

Objectives for Goal #1

Objective 1.01

Process, investigate and evaluate all applications for a gaming license in an efficient and timely manner

Measures For Objective 1.01

Measure Type: Outcome

Measure Frequency: Monthly

Measure Baseline: Statue requires DCG to act upon issuance of a license within 45 days. Use on-line license technology for streamlining this measurement.

Measure Target: DCG's target is to have 100% compliance in issuing licenses within the statutory requirement. Our additional targets of 25% of qualified organizations enrolled in on-line license application program by June 2007 and 50% by June 2008.

Measure Source and calculation: License application entry date (new or renewal) is recorded in the agency database. Calculation is base on date received (electronic or mail) to date license was actually issued.

Strategies For Objective 1.01

- Streamline licensing process for qualified organizations which results in less time to complete and process renewal forms
- Market the on-line license system through state-wide game training and agency newsletter and website.

Objective 1.02

Improve fiscal control of gaming assets and compliance with regulations and increase net proceeds for charitable purposes

Measures For Objective 1.02

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: Qualified organizations to receive an audit on a minimum of once every 3 years

Measure Target: One third of all qualified organization will be audited during each calendar year. For example: 574 qualified organizations divided by 3 = 191 audits per year.

Measure Source and calculation: Number of audits needed to be completed on charitable gaming operations within the fiscal year by the number of audit staff hours to complete.

Strategies For Objective 1.02

- DCG will identify and prioritize organizations that have never been audited
- Audit staff will seek opportunities to collaborate with the Inspection and Enforcement staffs for identifying information needs.

Objective 1.03

Manage charitable gaming financial data (collection of fees) in a manner that ensures funds are deposited efficiently and ensures organizations are promptly notified of any financial regulatory matter in a timely manner

Measure Type: Outcome Measure Frequency: Quarter/Annual

Measure Baseline: List of licensed organizations required to submit report (particular quarter or for annual period) vs. list of organizations who failed to file a report

Measure Target: DCG's target is to have at least 90% of organizations file in a timely manner – this reduces their penalty fee organizations must pay the Department

Measure Source and calculation: List is extracted from database of organizations required to file a financial report (quarter and annual). Determination is made daily of reports received by electronic submission as well as receipt by mail.

Strategies For Objective 1.03

- By promoting submission of financial reports electronically and simplifying the process.
- Consistently communicating with qualified organizations and imposing late fees per statutory requirements

Objective 1.04

To consistently address through consent orders, license suspension, or revocation in order to create an environment that maintains the highest level of integrity for charitable gaming in Va.

Measure Type: Outcome Measure Frequency: Monthly

Measure Baseline: Number of regulatory actions initiated by the Department

Measure Target: 10% reduction in regulatory actions by June 2008

Measure Source and calculation: Number of consent orders, Informal Fact Finding Conferences (IFF's) and formal hearings as documentation in the agency's database.

Strategies For Objective 1.04

- Use of Administrative dispute Resolution strategies when appropriate to more efficiently respond to regulatory violations

Goal #2:

To assist with developing management procedures for enhancing charitable organizations fund raising activities and the state's revenue.

Goal Summary and Alignment: Provide technical on-site assistance and game training to qualified organizations, suppliers, bingo caller and managers within the purposes authorized by state gaming laws and regulations.

Statewide Goals Supported by Goal #2

- Be recognized as the best managed state in the nation.
- Engage and inform citizens to ensure we serve their interests.

Objectives for Goal #2

Objective 2.01

To provide game training opportunities to assist organizations in game management, financial reporting and asset control. Included in this objective is an enhanced on-line self-directed training program of the on-line license renewal and financial reporting program by June 2007

Measures For Objective 1.01

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: Training data (date, location, # persons attending) is maintained in the agency's database.

Measure Target: DCG's target for FY07 training sessions is a 30% increase and for FY08 a 40% increase.

Measure Source and calculation: Based on the number of actual training sessions provided by the Game Training Unit of the Department.

Strategies For Objective 2.01

- Training Manager will use feedback from previous training sessions and proposed survey to develop a 2 year plan
- Issues reported from audit staff and data collected from the agency's complaint telephone service will be reflected in addressing training needs

Objective 2.02

Conduct on-site inspections of all qualified organizations to ensure they are in compliance with applicable statutes and regulations

Measure Type: Outcome Measure Frequency: Annual

Measure Baseline: each qualified organization is inspected once each calendar quarter

Measure Target: By 2008 each organization is inspected 4 times per year. For example: 574 qualified organizations x 4 = 2,296 inspections completed per year.

Measure Source and calculation: List of all qualified organizations from the agency's database compared to each inspector's assigned region to develop an action plan for inspecting 4 times a year

Strategies For Objective 2.01

- Inspectors will be entering inspection data directly onto tablet notebook and thus linking to agency database – provides up-to-date information to be shared with audit and enforcement units
- Inspectors will forge close working relationship with audit and enforcement units to collaborate efforts and assist those units with any investigative research. This will provide for faster resolution of any audit or enforcement investigation.

Objective 2.03

To conduct demographic survey of all qualified organizations

Measure Type: Outcome

Measure Frequency: Other

Measure Baseline: This is a new activity therefore no baseline data available

Measure Target: Have 50% participation from submitted surveyys

Measure Source and calculation: Number of organizations who completed survey

Strategies For Objective 2.03

- Staff from the agency's various units establish specific objectives for the survey
- DCG works to develop a partnership in the higher education community to provide a neutral third party to implement the survey

Goal #3:

Provide for the effective and efficient performance of DCG personnel.

Goal Summary and Alignment:

By maximizing the effectiveness and efficiency of its personnel, DCG will ensure that it is a leading agency for providing value-added services to its customers in an atmosphere of trust

Statewide Goals Supported by Goal #3

- Be recognized as the best managed state in the nation.
- Engage and inform citizens to ensure we serve their interests.

Objectives for Goal #3

Objective 3.01

To enable all employees to meet or exceed their annual performance goals.

Measures For Objective 3.01

Measure 3.01.01

Percentage of employees at contributor or above in annual performance reviews

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: 95% of DCG employees received a contributor or higher rating in 2004

Measure Target: DCG's target is to have at least 97% of employees rated at contributor or above.

Measure Source and calculation: Data is compiled from annual employee performance review forms. The calculation is based on a percentage of employees being rated as contributor or above in an annual employee performance review.

Strategies For Objective 3.01

- Each employee will work with their supervisor to update their employee work profile (EWP) to successfully implement their plan
- Each employee (including supervisor) will take personal responsibility for improving communications

Objective 3.02

To perform administrative functions in compliance with all state personnel and administrative mandates.

Measures For Objective 3.02

Measure 3.02

Ratings in external audits (Auditor of Public Accounts and Dept. of Accounts) and report submissions

Measure Type: Outcome

Measure Frequency: annual, quarterly, monthly

Measure Baseline: DCG has not received any written findings in last APA and DOA audits, remains above 95% for prompt pay percentage and timely on submissions of SWAM and eVA Dashboard.

Measure Target: No written findings no notice of delinquency

Measure Source and calculation: Data is derived from external audit and procurement reports

Objective 3.02

Measure 3.02

Provide necessary resources to ensure staff has the necessary training opportunities to succeed in their performance goals

Measure Type: Average hours of training by DCG employees

Measure Frequency: Every 6 months

Measure Baseline: a minimum of 20 hours per employee

Measure Target: 40 hours per FTE per year

Measure Source and calculation: Data is extracted from the agency training matrix as required by DHRM

Strategies For Objective 3.02

- * Each employee will research and document training needs (outlined in EWP) through submitting Agency Travel/Training Form to supervisor for approval
- * Training opportunities shall be available to DCG staff that are consistent with the agency's mission, vision and values and result in quality customer service.

SERVICE AREA BACKGROUND INFORMATION

Service Area Description

55901 - Charitable Gaming Licensing – To perform the Department’s statutory obligations to regulate charitable gaming in Virginia. by licensing and permitting qualified gaming organizations, suppliers and bingo callers and managers.

Service Area Alignment to Mission

Control all charitable gaming in the Commonwealth through prescribed regulations

Service Area Statutory Authority

§18.2-340.15, et. Seq., Code of Virginia and by the charitable gaming rules and regulations (11 VAC 15.22) and the supplier rules and regulations (11VAC 15.31)

Service Area Customer Base

Qualified Organizations – any organization who has received a tax-exempt certification from the Internal Revenue Service (IRS) or volunteer fire department and rescue squad, who anticipates grossing gaming receipts that will exceed \$25,000 in any 12-month period shall obtain a license from the Department.

Qualified Supplier – any supplier who distributes charitable gaming supplies in the Commonwealth shall receive a registration certificate from the Department prior to providing any supplies to qualified organizations.

Registered Caller and Manager – with the passage of HB2454 by 2005 General Assembly, effective July 1, 2005 qualified organizations have the option of providing compensation to registered callers and managers. To receive this registration certificate, the bingo callers and managers must meet certain requirements, such as completing a training course and passing a criminal history background check.

Partners N/A

Service Area Financial Summary:

	FY07		FY08	
	GF	NGF	GF	NGF
Base Budget	\$242,595	\$0	\$242,595	\$0

Objective: Process, investigate and evaluate all applications for a gaming license in an efficient and timely manner

This Objective Supports the Following Agency Goals: Goal #1 – To enforce all statutes and monitor the compliance of regulations relating to the conduct of charitable gaming

This Objective Has the following Measure(s):

55901.01

Measure Type: Outcome

Measure Frequency: Monthly

Measure Baseline: Statute requires DCG to act upon issuance of a license within 45 days. Use on-line license technology for streamlining this measurement.

Measure Target: DCG's target is to have 100% compliance in issuing licenses within the statutory requirement. Our additional targets of 25% of qualified organizations enrolled in on-line license application program by June 2007 and 50% by June 2008.

Measure Source and calculation: License application entry date (new or renewal) is recorded in the agency database. Calculation is based on date received (electronic or mail) to date license was actually issued.

Service Area Description

55902 - Charitable Gaming Management Training – to assist qualified organizations and bingo callers and managers to conduct charitable gaming within the purposes authorized by state gaming laws and regulations by providing them with training and technical assistance.

Service Area Alignment to Mission

Provide assistance to qualified organizations to enhance their charitable fund raising activities

Service Area Statutory Authority

By the charitable gaming rules and regulations (11 VAC 15.22) and the supplier rules and regulations (11VAC 15.31)

Service Area Customer Base

Qualified Organizations – any organization who has received a tax-exempt certification from the Internal Revenue Service (IRS) or volunteer fire department and rescue squad, who anticipates grossing gaming receipts that will exceed \$25,000 in any 12-month period shall obtain a license from the Department.

Registered Caller and Manager – with the passage of HB2454 by 2005 General Assembly, effective July 1, 2005 qualified organizations have the option of providing compensation to registered callers and managers. To receive this registration certificate, the bingo callers and managers must meet certain requirements, such as completing a training course and passing a criminal history background check.

Partners N/A

Service Area Financial Summary:

	FY07		FY08	
	GF	NGF	GF	NGF
Base Budget	\$81,249	\$0	\$81,249	\$0

Objective: To assist qualified organizations to conduct charitable gaming within the purposes authorized by state gaming laws and regulations

This Objective Supports the Following Agency Goals: Goal #2 – To assist charitable organizations with developing gaming management procedures for enhancing fund raising activities.

This Objective Has the following Measure(s):

55902.01

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: Training data (date, location, # persons attending) is maintained in the agency's database.

Measure Target: DCG's target for FY07 training sessions is a 30% increase and for FY08 a 40% increase.

Measure Source and calculation: Based on the number of actual training sessions provided by the Game Training Unit of the Department.

55902.02

To conduct demographic survey of all qualified organizations

Measure Type: Outcome

Measure Frequency: Other

Measure Baseline: This is a new activity therefore no baseline data available

Measure Target: Have 50% participation from submitted surveyys

Measure Source and calculation: Number of organizations who completed survey

Service Area Description

55903 - Charitable Gaming Inspection - To monitor the compliance of qualified gaming organizations with state gaming laws and regulations by conducting on-site inspections.

Service Area Alignment to Mission

Control all charitable gaming in the Commonwealth through prescribed regulations that seek to ensure the integrity of charitable gaming, maintain the highest quality environment to eliminate fraud, and provide assistance to qualified organizations to enhance their charitable fund raising activities.

Service Area Statutory Authority

DCG's statutory authority is provided in §18.2-340.15, et. Seq., Code of Virginia and by the charitable gaming rules and regulations (11 VAC 15.22) and the supplier rules and regulations (11VAC 15.31)

Service Area Customer Base

Qualified Organizations – any organization who has received a tax-exempt certification from the Internal Revenue Service (IRS) or volunteer fire department and rescue squad, who anticipates grossing gaming receipts that will exceed \$25,000 in any 12-month period shall obtain a license from the Department.

Partners N/A

Service Area Financial Summary:

	FY07		FY08	
	GF	NGF	GF	NGF
Base Budget	\$437,640	\$0	\$437,640	\$0

Objective: Monitor the compliance of qualified gaming organizations with state gaming laws and regulations by conducting on-site inspections

This Objective Supports the Following Agency Goals: Goal #2 – To assist charitable organizations with developing gaming management procedures for enhancing fund raising activities.

This Objective Has the following Measure(s):

55903.01

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: each qualified organization is inspected once each calendar quarter

Measure Target: By 2008 each organization is inspected 4 times per year. For example: 574 qualified organizations x 4 = 2,296 inspections completed per year.

Measure Source and calculation: List of all qualified organizations from the agency's database compared to each inspector's assigned region to develop an action plan for inspecting 4 times a year

Service Area Description

55991 – Enforcement & Investigation - Investigate and detect possible violations of state gaming laws and regulations, pursue prosecution or regulatory action against individuals and organizations that violate these laws and regulations.

Service Area Alignment to Mission

Control all charitable gaming in the Commonwealth through prescribed regulations that seek to ensure the integrity of charitable gaming, maintain the highest quality environment to eliminate fraud.

Service Area Statutory Authority

DCG's statutory authority is provided in §18.2-340.15, et. Seq., Code of Virginia and by the charitable gaming rules and regulations (11 VAC 15.22) and the supplier rules and regulations (11 VAC 15.31)

Service Area Customer Base

Qualified Organizations – any organization who has received a tax-exempt certification from the Internal Revenue Service (IRS) or volunteer fire department and rescue squad, who anticipates grossing gaming receipts that will exceed \$25,000 in any 12-month period shall obtain a license from the Department.

Qualified Supplier – any supplier who distributes charitable gaming supplies in the Commonwealth shall receive a registration certificate from the Department prior to providing any supplies to qualified organizations.

Partners N/A

Service Area Financial Summary:

	FY07		FY08	
	GF	NGF	GF	NGF
Base Budget	\$376,842	\$0	\$376,842	\$0

Objective: To consistently address through consent orders, license suspension, or revocation in order to create an environment that maintains the highest level of integrity for charitable gaming in Va.

This Objective Supports the Following Agency Goals: Goal #2 – To assist charitable organizations with developing gaming management procedures for enhancing fund raising activities.

This Objective Has the following Measure(s):

55991.01

Measure Type: Outcome

Measure Frequency: Monthly

Measure Baseline: Number of regulatory actions initiated by the Department

Measure Target: 10% reduction in regulatory actions by June 2008

Measure Source and calculation: Number of consent orders, Informal Fact Finding Conferences (IFF's) and formal hearings as documentation in the agency's database.

Service Area Description

55992 – Administrative Services - To provide administrative support necessary to carry out the licensing, audit, training, inspection and enforcement functions required to regulate charitable gaming in Virginia

Service Area Alignment to Mission

It is the mission of the Department of Charitable Gaming (DCG) to control all charitable gaming in the Commonwealth through prescribed regulations that seek to ensure the integrity of charitable gaming, maintain the highest quality environment to eliminate fraud, and provide assistance to qualified organizations to enhance their charitable fund raising activities.

Service Area Statutory Authority

DCG's statutory authority is provided in §18.2-340.15, et. Seq., Code of Virginia; §18.2-340.18 outlines the powers and duties of the Department while § 18.2-340.19 defines the Charitable Gaming Board as a policy board that provides advice and promulgates regulations and rules for the Department to administration the audit, enforcement, and license functions.

Service Area Customer Base

Each of the units in the Department

Partners N/A

Service Area Financial Summary:

	FY07		FY08	
	GF	NGF	GF	NGF
Base Budget	\$813,866	\$0	\$813,866	\$0

Objective: Provide administrative support for unit staffs to carry out the mission of the agency

This Objective Supports the Following Agency Goals: All of the agency goals

This Objective Has the following Measure(s):

55992.01

Percentage of employees at contributor or above in annual performance reviews

Measure Type: Outcome Measure Frequency: Annual

Measure Baseline: 95% of DCG employees received a contributor or higher rating in 2004

Measure Target: DCG's target is to have at least 97% of employees rated at contributor or above.

Measure Source and calculation: Data is compiled from annual employee performance review forms. The calculation is based on a percentage of employees being rated as contributor or above in an annual employee performance review.

55992.02

To perform administrative functions in compliance with all state personnel and administrative mandates.

Measure Type: Outcome Measure Frequency: annual, quarterly, monthly

Measure Baseline: DCG has not received any written findings in last APA and DOA audits, remains above 95% for prompt pay percentage and timely on submissions of SWAM and eVA Dashboard.

Measure Target: No written findings no notice of delinquency

Measure Source and calculation: Data is derived from external audit and procurement reports

55902.03

Provide necessary resources to ensure staff has the necessary training opportunities to succeed in their performance goals

Measure Type: Average hours of training by DCG employees

Measure Frequency: Every 6 months

Measure Baseline: a minimum of 20 hours per employee

Measure Target: 40 hours per FTE per year

Measure Source and calculation: Data is extracted from the agency training matrix as required by DHRM

Service Area Description

55993 – Charitable Gaming Audits - To monitor the compliance of qualified gaming organizations and suppliers with state gaming laws and regulations by auditing reports.

Service Area Alignment to Mission

It is the mission of the Department of Charitable Gaming (DCG) to control all charitable gaming in the Commonwealth through prescribed regulations that seek to ensure the integrity of charitable gaming, maintain the highest quality environment to eliminate fraud, and provide assistance to qualified organizations to enhance their charitable fund raising activities.

Service Area Statutory Authority

DCG's statutory authority is provided in §18.2-340.15, et. Seq., Code of Virginia and by the charitable gaming rules and regulations (11 VAC 15.22) and the supplier rules and regulations (11 VAC 15.31)

Service Area Customer Base

Qualified Organizations – any organization who has received a tax-exempt certification from the Internal Revenue Service (IRS) or volunteer fire department and rescue squad, who anticipates grossing gaming receipts that will exceed \$25,000 in any 12-month period shall obtain a license from the Department.

b) Qualified Supplier – any supplier who distributes charitable gaming supplies in the Commonwealth shall receive a registration certificate from the Department prior to providing any supplies to qualified organizations.

Partners N/A

Service Area Financial Summary:

	FY07		FY08	
	GF	NGF	GF	NGF
Base Budget	\$613,957	\$0	\$613,957	\$0

Objective: Ensure the highest integrity of gaming by auditing qualified gaming organizations and suppliers financial reports.

This Objective Supports the Following Agency Goals: Goal #1

This Objective Has the following Measure(s):

55993.01

Improve fiscal control of gaming assets and compliance with regulations and increase net proceeds for charitable purposes

Measure Type: Outcome

Measure Frequency: Annual

Measure Baseline: Qualified organizations to receive an audit on a minimum of once every 3 years

Measure Target: One third of all qualified organization will be audited during each calendar year. For example: 574 qualified organizations divided by 3 = 191 audits per year.

Measure Source and calculation: Number of audits needed to be completed on charitable gaming operations within the fiscal year by the number of audit staff hours to complete.

55993.02

Manage charitable gaming financial data (collection of fees) in a manner that ensures funds are deposited efficiently and ensures organizations are promptly notified of any financial regulatory matter in a timely manner

Measure Type: Outcome

Measure Frequency: Quarter/Annual

Measure Baseline: List of licensed organizations required to submit report (particular quarter or for annual period) vs. list of organizations who failed to file a report

Measure Target: DCG's target is to have at least 90% of organizations file in a timely manner – this reduces their penalty fee organizations must pay the Department

Measure Source and calculation: List is extracted from database of organizations required to file a financial report (quarter and annual). Determination is made daily of reports received by electronic submission as well as receipt by mail.